



Federal Enterprise Architecture Program Guidance for Quarterly Reporting Requirements

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1 Introduction

Federal agencies are required to submit their enterprise architectures for assessment by OMB as part of the President's Management Agenda Scorecard process. Agency EA maturity is assessed annually using the OMB EA Assessment Framework. Section 1.2 of the Framework (version 2.0) specifies that agencies will be expected to provide quarterly reports that document their progress in using the EA to enhance agency decision-making capabilities. The remaining sections of this document provide guidance to agencies regarding the process and reports that agencies are expected to use in submitting these quarterly progress reports to OMB.

The quarterly reporting process is designed to be an adjunct to the annual OMB EA assessment process. OMB will use the quarterly EA assessments to work collaboratively with agencies to identify concrete milestones that each agency can achieve in order to improve the effectiveness of their EA programs. Quarterly milestones should focus the agency on improving their EA program in areas that were identified for improvement during the previous annual assessment. As a result, the quarterly milestones should advance the maturity of the EA program so the agency can achieve business performance improvements that will be assessed during the next annual EA assessment cycle. Furthermore, quarterly reports should demonstrate that the EA is being completed and is actively being used within the agency to help make business decisions.

OMB will use the information gathered as part of the quarterly reporting process to assist agencies in maturing their EA programs and update the strategic priorities for the Federal Enterprise Architecture (FEA) program.

2 Quarterly Reporting Process

2.1 DEVELOPING PROGRESS MILESTONES

The purpose of the quarterly reporting process is to track and report each agency's progress milestones for its EA program implementation. The process of establishing milestones will be a collaborative one between OMB and each of the agencies. Each agency's quarterly milestones should be driven by several factors:

- Strategic priorities for the agency identified in the agency's Strategic Plan and Information Resource Management Plan
- Progress milestones established within the agency's EA Transition Strategy and EA Program Plan
- Agency Proud to Be goals for Enterprise Architecture
- Areas identified for improvement as a result of the agency's annual EA assessment

An agency's milestones must be measurable, objective and meaningful. "Measurable and objective" means that achieving a milestone produces an outcome that can be assessed by an independent observer to determine whether or not it has been achieved. Each milestone must include a projected date for completion. Achievement of a "meaningful" milestone will demonstrably improve the usage of EA within the agency.

OMB will work with each agency individually to help identify their quarterly milestones based on the criteria described above. Representatives from the OMB FEA Program Management Office will contact the chief enterprise architect of the agencies to assist them in their efforts to develop milestones.

For each milestone, the agency is required to provide evidence to demonstrate completion of the milestone. In some cases, appropriate milestones may apply to specific operating units within the agency, or to specific agency programs, rather than to the agency as a whole. OMB expects agencies to provide multiple quarterly milestones for each of the two progress reporting areas, EA Completion and EA Usage. However, the exact number of milestones will vary by agency according to what the agency needs to accomplish to mature their EA program for the next annual EA Assessment, the current level of maturity of their EA programs, the scope of their modernization efforts, and other factors to be negotiated between the individual agency and OMB. OMB will not, in most instances, expect agencies that have already demonstrated very high levels of maturity for specific annual assessment criteria of the EA program to provide additional quarterly milestones for those criteria.

In order to assist agencies in beginning this process, this document provides sample milestones for agencies to consider that are representative of the progress measures OMB expects agencies to develop. However, it is important to note that these sample milestones are not definitive or exhaustive, and will vary by agency according to the agency's current level of EA maturity, and identified areas for improvement for that agency.

2.2 EA ASSESSMENT AND REPORTING LIFECYCLE

As discussed above, quarterly EA progress reporting should be viewed as part of OMB's overall responsibility to assist agencies in maturing their EA initiatives. To achieve this, OMB has established an assessment and reporting annual lifecycle:

Month	Who	Activity
February	Agency	<ul style="list-style-type: none"> • Submit EA artifacts for review as part of annual EA assessment process • Propose quarterly reporting milestones for upcoming four quarters • Submit progress report for achievement of milestones for current quarter
March, April	OMB	<ul style="list-style-type: none"> • Review agency EA artifacts and perform annual assessment and scoring • Review proposed agency's quarterly reporting milestones for upcoming four quarters and collaborate with agency to develop approved baseline list of milestones, based on the factors described in section 2.1 above • Review and score agency's progress report for milestones for current quarter (see Scoring, section 2.4, below)
May, August, November	Agency	<ul style="list-style-type: none"> • Submit progress report for achievement of milestones for current quarter • Propose any modifications to approved baseline list of milestones based on changes to agency circumstances
June, September, December	OMB	<ul style="list-style-type: none"> • Review and score agency's progress report for milestones for current quarter (see Scoring, section 2.4, below) • Review any proposed modifications to approved baseline list of milestones and collaborate with agency to revise the milestones as appropriate

2.3 SUBMITTING PROGRESS REPORTS

The quarterly EA progress reports should be submitted to OMB simultaneously with other agency quarterly IT reports, including E-Gov Implementation Plan Updates. The deadline for delivery of the progress for each quarter of the fiscal year is as follows:

Quarter	Deadline for submission to OMB
Q1	December 1
Q2	March 1
Q3	June 1
Q4	September 1

A sample Excel template for developing and reporting on their progress will be available to the agencies, downloadable from the OMB E-Gov site. The milestone reporting template includes the following elements:

- Reporting Element (EA Completion or EA Usage)
- Assessment Criteria
- Milestone
- Projected Completion Date
- Date Completed
- Evidence of Completion
- Agency Comments
- FEA PMO Comments

OMB will issue Quarterly EA Progress Reports to agency Chief Information Officers and Chief Architects at the beginning of each quarter. These reports will include milestones the agency has committed to complete in the current quarter as well as milestones for future quarters. These EA milestones will be submitted each quarter along with the quarterly E-Gov Implementation Milestones. As an agency's EA program evolves and milestones are achieved, additional milestones may be revised or added to the reports. OMB will work with the agencies to identify and agree on additional EA milestones on an ongoing basis.

Completed Quarterly EA Progress Reports and evidence of completion should be sent to the E-Gov email address at egov@omb.eop.gov, along with the quarterly E-Gov Implementation Plan Report. Agencies should return the same milestones provided at the beginning of the quarter by OMB.

Use the comments area of the Quarterly EA Progress Reports to address the following:

- i. Any milestones not yet completed but planned to be completed by the end of the quarter.
- ii. Explanation for milestones not completed by the projected completion date.
- iii. Proposed changes to future milestone dates, and the rationale for those changes.

Upon receipt of an agency Quarterly EA Progress Report, the FEA PMO will review the agency-provided evidence for completion and inform the agency if additional information is required.

2.4 SCORING

The results of the agency's quarterly EA progress reports will affect the agency's EA *progress* score for its President's Management Plan (PMA) E-Government Scorecard, but not the agency's EA *status* score for its PMA Scorecard.

The following table describes the scorecard criteria used to determine the Green, Yellow and Red indicators for EA progress as part of the overall E-Gov PMA progress score.

Green	Agency has successfully achieved all milestones established for that quarter
Yellow	Agency has failed to meet at least one, but no more than half, of all milestones established for that quarter
Red	Agency has failed to meet more than half of all milestones established for that quarter

3 Sample Milestones

3.1 EA COMPLETION MILESTONES

Summary:

These milestones focus on all of the activities associated with completion of an enterprise architecture. This includes completion of both baseline and target architecture perspectives, as well as the agency's transition strategy that should serve as the foundation for the agency's enterprise modernization plan.

Completion Milestones Map to the following Annual Assessment Criteria:

- Performance Architecture
- Business Architecture
- Data Architecture
- Service Component Architecture
- Technology Architecture
- Transition Strategy

Sample Milestones:

- Performance Architecture:
 - Integrate program performance measures into the agency's target performance architecture
 - Establish performance milestones in the agency EA transition strategy for each modernization initiative included in the strategy
 - Incorporate performance architecture elements defined by all cross-agency initiatives relevant to the agency, as defined by the most current release of the Federal Transition Framework
- Business Architecture:
 - Define functional Lines of Business for entire agency (both mission delivery and common/shared lines of business).
 - Complete business question inventories (as defined in the OMB EA Assessment Framework section 1.5.1) for specific agency lines of business
 - Document business processes (either in text or architectural model form) for high priority agency lines of business
 - Align business processes to agency performance goals and IT services
 - Incorporate common business processes defined by all cross-agency initiatives relevant to the agency, as defined by the most current release of the Federal Transition Framework
- Data Architecture
 - Update agency data architecture to be consistent with OMB Memorandum 06-02 (see <http://www.whitehouse.gov/omb/memoranda/fy2006/m06-02.pdf>)
 - Align the agency data architecture to the FEA Data Reference Model 2.0.

- Incorporate common data architecture elements defined by all cross-agency initiatives relevant to the agency, as defined by the most current release of the Federal Transition Framework
- Service Component Architecture
 - Develop service-oriented target architecture for specific lines of business, or the entire agency, as appropriate
 - Demonstrate alignment of agency IT services to lines of business
 - Incorporate common service components and shared services defined by all cross-agency initiatives relevant to the agency, as defined by the most current release of the Federal Transition Framework
- Technology architecture
 - Document existing and proposed agency technology standards
 - Support the standardization and reuse of agency technologies through agency SDLC and CPIC policies and procedures.
 - Incorporate common technology standards and products defined by all cross-agency initiatives relevant to the agency, as defined by the most current release of the Federal Transition Framework
- Transition Strategy
 - Develop a sequencing plan for IT initiatives
 - Demonstrate that the transition strategy is clearly linked to investments in the agency's IT portfolio

3.2 EA USAGE MILESTONES

Summary:

These milestones focus on ensuring that the agency's EA products are actively being utilized within the agency. Milestones ensure:

- There is appropriate internal management of the EA initiative, so the EA program is "set up for success" and has appropriate resources and planning to achieve real business results.
- The agency is closely integrating its transition planning and IT portfolio management activities to ensure that agency investments are always traceable to the agency's strategic and performance targets.
- The EA answers real business questions for the agency program managers.
- The agency EA is being used to improve the agency's IT implementation processes, including the software development lifecycle, evolution of a service-oriented architecture and effective reuse of existing components.
- The EA supports federal policy objectives such as specific OMB memoranda and initiatives, and that the Federal Transition Framework is incorporated into agency EA planning.

Usage Milestones Map to the following Annual Assessment Criteria:

- EA Governance and Management
- EA Change and Configuration Management
- Federation of Enterprise and Segment Architectures

- EA Deployment
- CPIC Integration
- Collaboration and Reuse
- Improving IT Implementation

Sample Milestones:

- EA Governance and Management
 - Implement governance policies that ensure agency alignment with EA standards and policies
 - Adopt and deploy an EA framework
- EA Change and Configuration Management
 - Implement change and configuration management tracking systems within the EA initiative
- Federation of Enterprise and Segment Architectures
 - Harmonize EA content between subsidiary operating units and their parent agency
 - Provide analysis and reporting capabilities that can “roll up” EA content from subsidiary units into the parent agency
- EA Deployment
 - Specify deployment objectives for the agency EA repository (locations, user groups)
 - Improve agency EA repository capabilities and features for end users
 - Create “business intelligence” tools to enable non-technical users to query EA repository for business decision-making purposes
 - Develop EA training objectives for agency users (percentages of users or organizational groups)
 - Establish specific communication and outreach initiatives (newsletters, workshops, etc.)
- CPIC Integration
 - Revise CPIC/Portfolio Management Processes that are driven by the EA transition strategy
 - Integrate data between agency EA and CPIC repositories
 - Provide evidence that the EA is being used in the investment process to develop Exhibit 300s and Exhibit 53s.
- Collaboration and Reuse
 - Establish or adopt an asset repository of reusable agency assets, including software components and other reusable IT and knowledge assets
- Improving IT Implementation
 - Update agency SDLC guide to ensure that enterprise technology standards, service components and reusable data assets are incorporated into software project planning processes